

For Providing Value to Society

Scientific Innovation Chain 2027 (SIC27)

The Toyo Ink Group has formulated a business strategy reflecting global issues and the Group's strengths under its Corporate Policy as its "unchanging pillar that stands the test of time," aiming for the sustainable growth of the Group and society. We have launched the SIC-I medium-term management plan to provide the value shown in SIC27.

We also focus on our CSR activities in an organizational, well-planned manner by taking the value generated by CSR activities based on material issues as a key benchmark for the PDCA cycle of the medium-term management plan.

Megatrends and global issues

- Accelerating urbanization
- Climate change and resource scarcity
- Demographic shifts
- Shift in global economic power
- Rise of technology

* PwC, *Five Megatrends and Possible Implications* (April 2014)



SDGs
(Sustainable Development Goals)

ISO 26000
(International standard on social responsibility)

Our ideas reflected in corporate policy based on the megatrends

A company that contributes to the enrichment of life and culture

We will be expanding the scope of the contributions that we strive to make to include not only "consumers" but also "living beings" and the "global environment." By taking active measures to address the issues affecting society and individual members of society, we will be contributing to the realization of a world in which everyone can live vibrantly and in harmony.

Enhancement of four types of satisfaction

Adopting a long-term perspective that aims to support the sustainability of all stakeholders, we are striving to enhance four types of satisfaction: Customer Satisfaction (CS), Employee Satisfaction (ES), Social Satisfaction (SS), and Shareholder Satisfaction (ShS).

Sustainable growth

Through the enhancement of the four types of satisfaction referred to above — including the pursuit of revolutionary new value and strengthened risk management — we will also be transforming our own company fundamentals in a way that facilitates our sustainable growth.



SIC-I medium-term management plan

SIC-I basic policy

The implementation period of SIC-I is positioned as a period in which we will be laying the foundations for achieving sustainable growth over the next 100 years, and in which we will continue to implement the measures needed to bring about a transformation of our company.

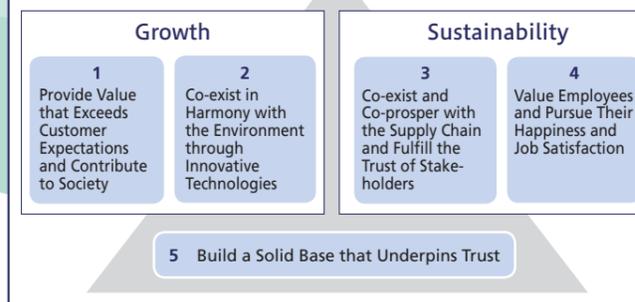
1. Transformation of existing businesses and development of new businesses for growth
2. Promotion of manufacturing innovation to increase sustainability
3. Overhaul of management foundations

Targets for the final year of plan implementation*

- Net sales: 290 billion JPY
- Operating profit: 15 billion JPY
- Operating margin: 5.2%
- Overseas sales ratio: 45%
- ROE: 4.6%



Material Issues on CSR



* Values for the targets for the final year of SIC-I, the medium-term management plan, were revised in the consolidated financial results for the fiscal year ended December 31, 2019 (announced on February 17, 2020.)



Value provided by the Toyo Ink Group

For a Vibrant World

This represents our contribution towards realizing a world where all consumers, living beings and the global environment share vibrant lives.



CSR of the Toyo Ink Group
Material Issue 1
Material Issue 2
Material Issue 3
Material Issue 4
Material Issue 5